



# HealthTran

Linking health service coordination  
and transportation

## COLLABORATION



- The brain storm of Doris Boeckman, Missouri Public Transit Association, Executive Director, and Suzanne Alewine, Executive Director of Missouri Rural Health Association, HealthTran is a shared vision that addresses the transportation barrier of rural Missourians' access to healthcare.
- Bringing health professionals and public transit together to generate valid data, increase knowledge, identify/resolve barriers, and create a pilot program to address health service coordination with public transit.

# Partnership

The team of Doris  
Boeckman and Suzanne  
Alewine





# A PILOT IS BORN

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- MFH Grant awarded for 36 months beginning December 2013 for \$499,906.
- Funding for the project was provided in whole by The Missouri Foundation for Health. The Missouri Foundation for Health is a philanthropic organization whose vision is to improve the health of the people in the communities it serves.

# THE BIG PICTURE

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- The 3 year grant will provide financial support for staff, equipment, assessments & services. The pilot program goals are to:
- Provide quality data collection to support the theory that transportation, does in fact, improve patient health.
- Use data to advocate for increased dedicated long-term transportation infrastructure funding at the state and federal levels to improve healthcare access and patient outcomes.
- Create a sustainable & duplicable program.

# HealthTran Goals

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- Will create a process to link citizens to public transit through health providers to increase health access and increase ridership.
- Will train HealthTran Coordinators to link patients with transportation to help reduce missed appointment rates.
- Will build community awareness and recognition of HealthTran to support on-going success and sustainability.
- Will support partners in linking services, knowledge and skills.
- Will work to expand funding options and community support.



# The Original Partners

## *Making things happen*

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- Missouri Public Transit Association (MPTA)
- Missouri Rural Health Association (MRHA)
- Southeast Missouri Transportation Service (SMTS) Grant Recipient
- OATS, Inc.
- Ozarks Medical Center
- Southern Missouri Community Health Center
- Missouri Ozark Community Health
- Jordan Valley Community Health Center

# New Partners Get Link'd

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- City of West Plains Transit System, WPTS, joined August 2014.
- Licking Bridge Builders, LLC joined September 2014.
- S. Howell County Transit, West Plains joined October, 2014.



# New Partners Get Link'd

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- **Ozarks Medical Center**

- **Occupational & Speech Therapy**

Alton Medical Clinic, Alton, Missouri; Gainesville Medical Clinic, Gainesville, Missouri; Mountain Grove Medical Complex, Mountain Grove, Missouri; Thayer Medical Clinic, Thayer, Missouri; West Plains OMC Campus, West Plains, Missouri

- **Specialty Clinics**

Alton Medical Clinic, Alton, Gainesville Medical Clinic, Gainesville, McVicker Family Healthcare, Mtn. View, Thayer Medical Clinic, Thayer, Mt Grove Medical Complex, Mt Grove

## Introducing, Evalytics, LLC

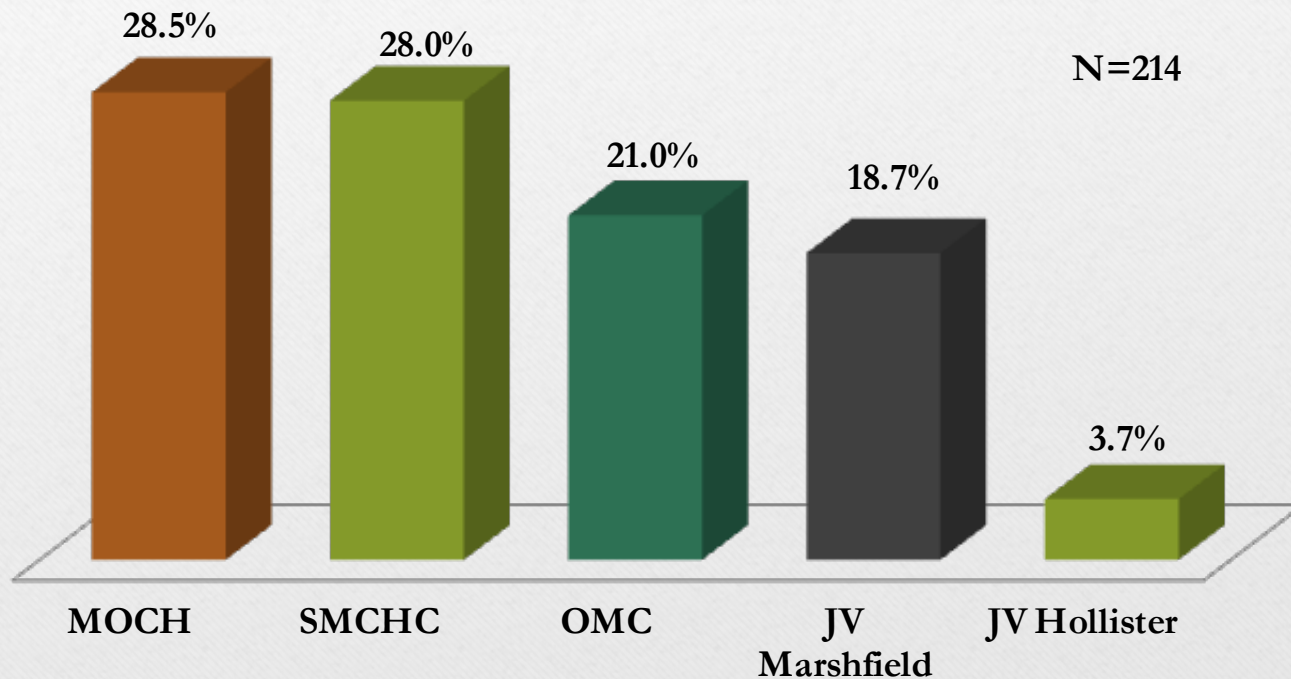
Gwen Martin, Ph.D. leads Evalytics LLC, a research, program evaluation and consulting company. She has more than 25 years' experience in these areas. Dr. Martin's research and evaluation practice focuses on achieving the results needed to improve, grow, and expand effective programming; foster utilization of results internally; and, build capacity within organizations to embrace research and evaluation for the highly valuable tools they can become in programs and organizations, and for managers and leaders. Her work has been funded by several federal agencies, 15+ regional and national banks, multiple foundations and civic organizations, universities and colleges, as well as major corporations. She holds a Ph.D. in sociology from the University of Kansas with special emphasis in gender and social inequality.



# In the Beginning

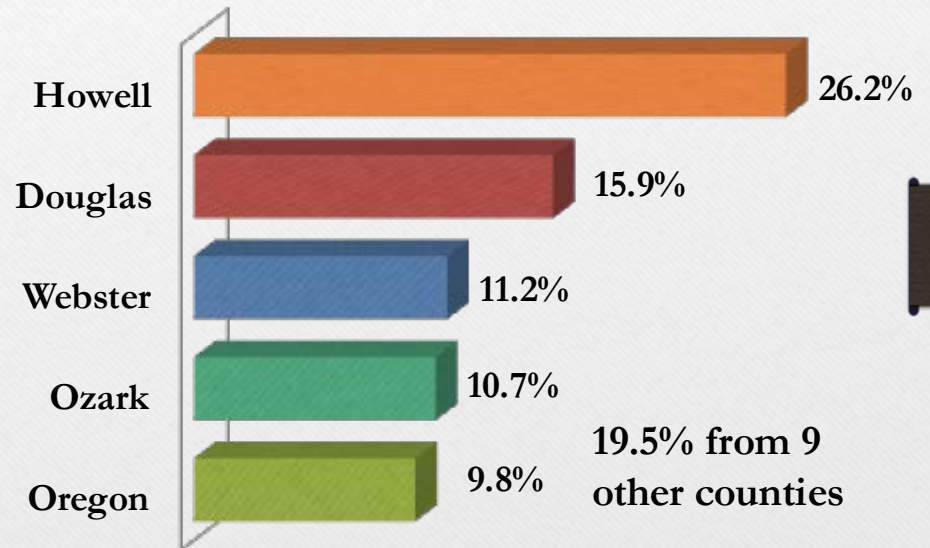
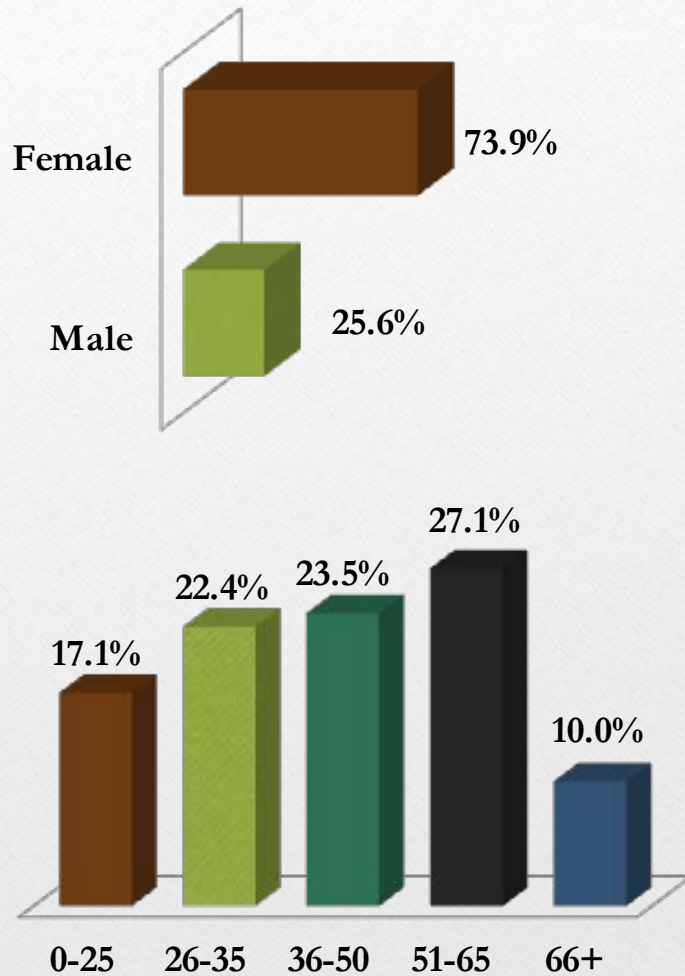
- Conversations with key health care partners
- Patient survey - random selection, 5 locations

Percent Respondents by Place



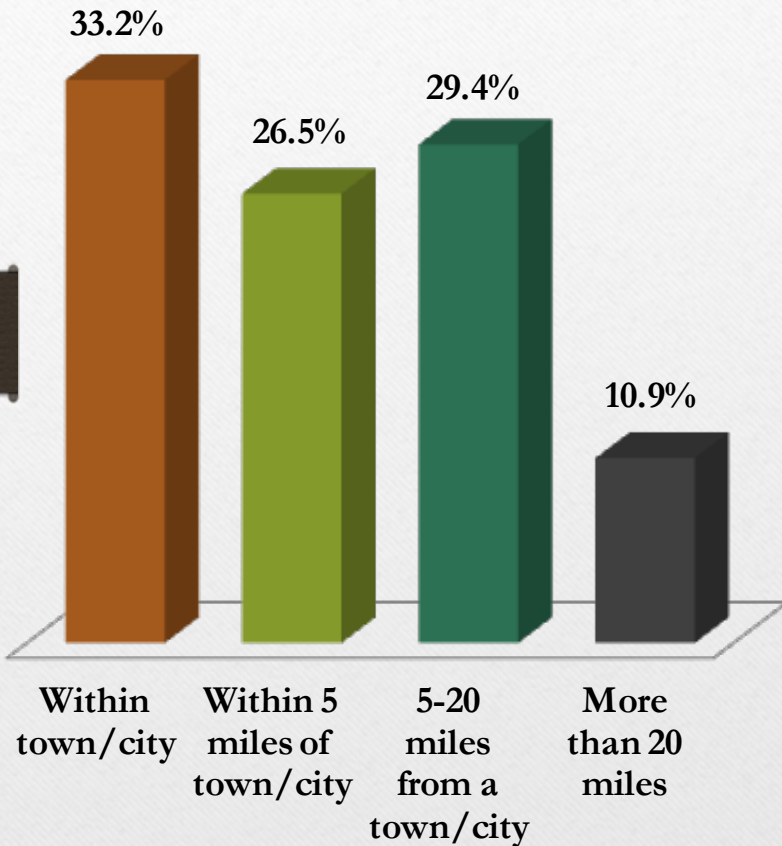


# Respondent Demographics

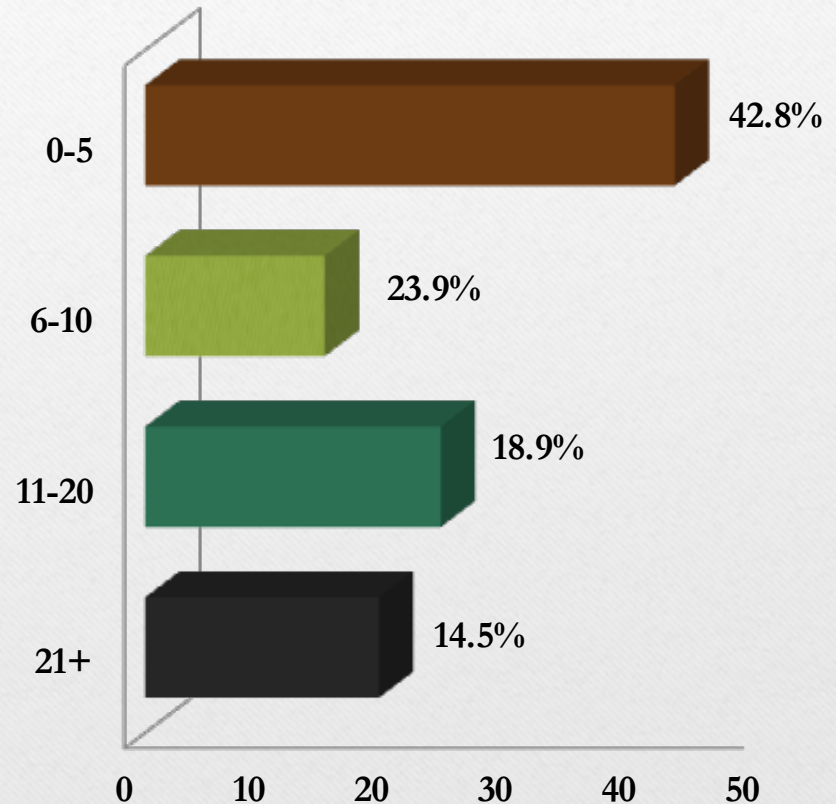


# Respondent Demographics

Live – Town/City

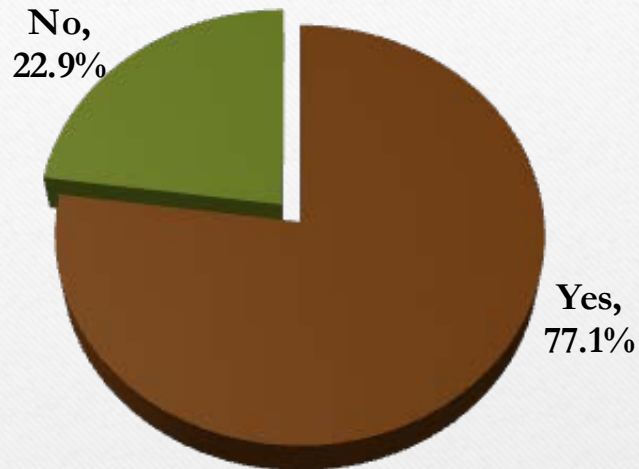


Miles to Health Facility

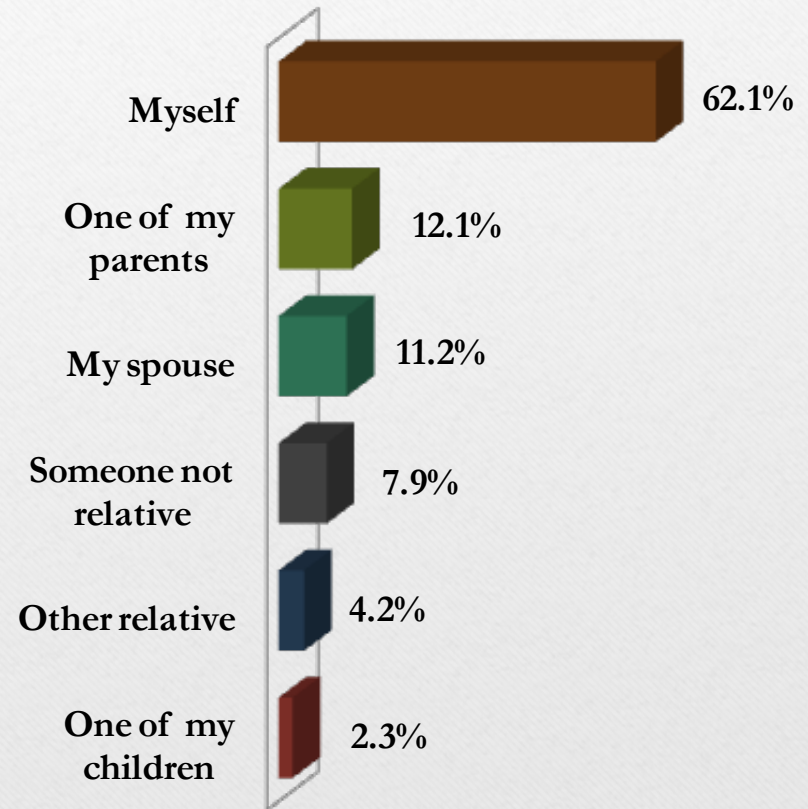


# Findings

## Own a Vehicle



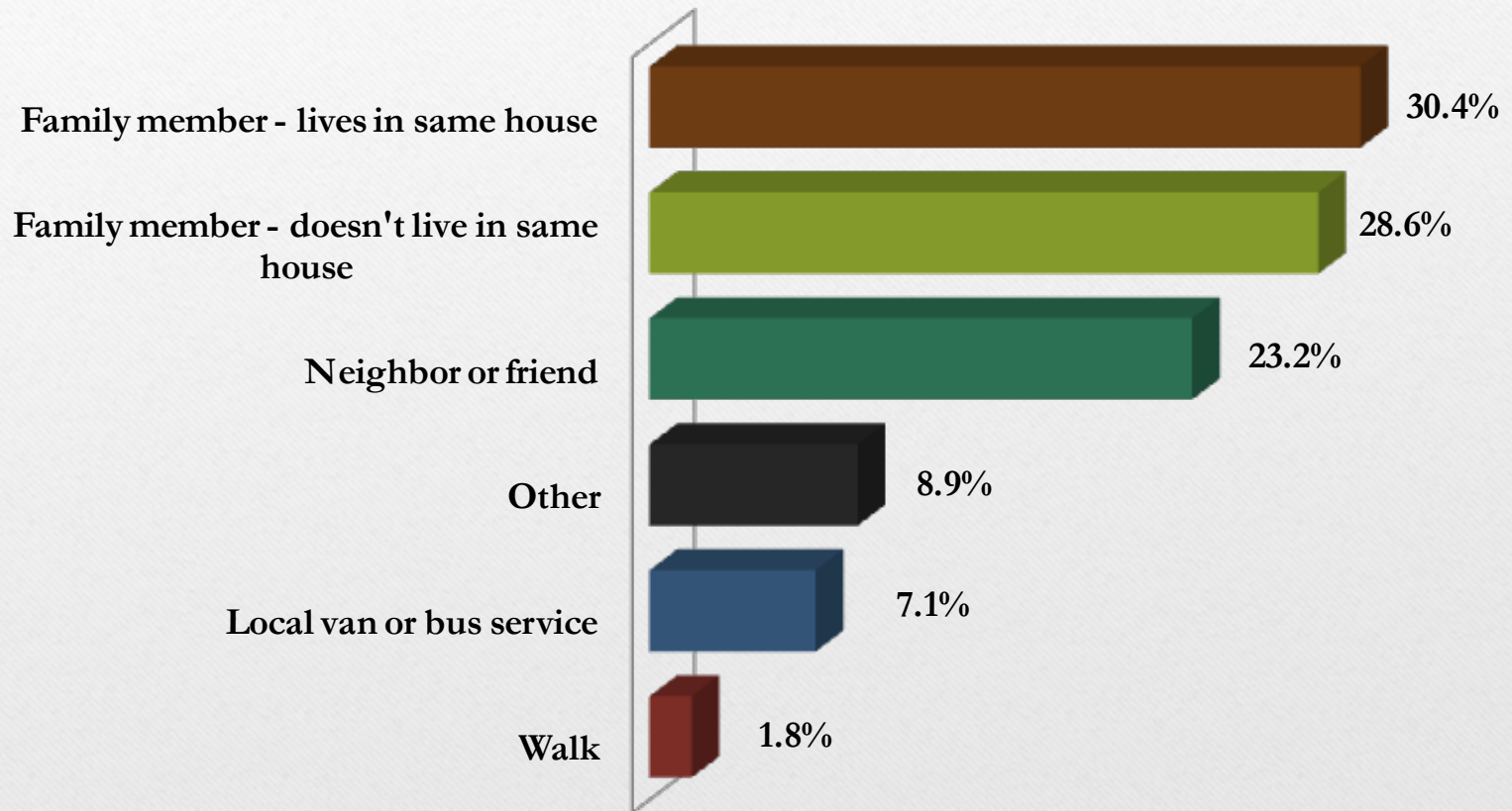
## Who Provides Transportation





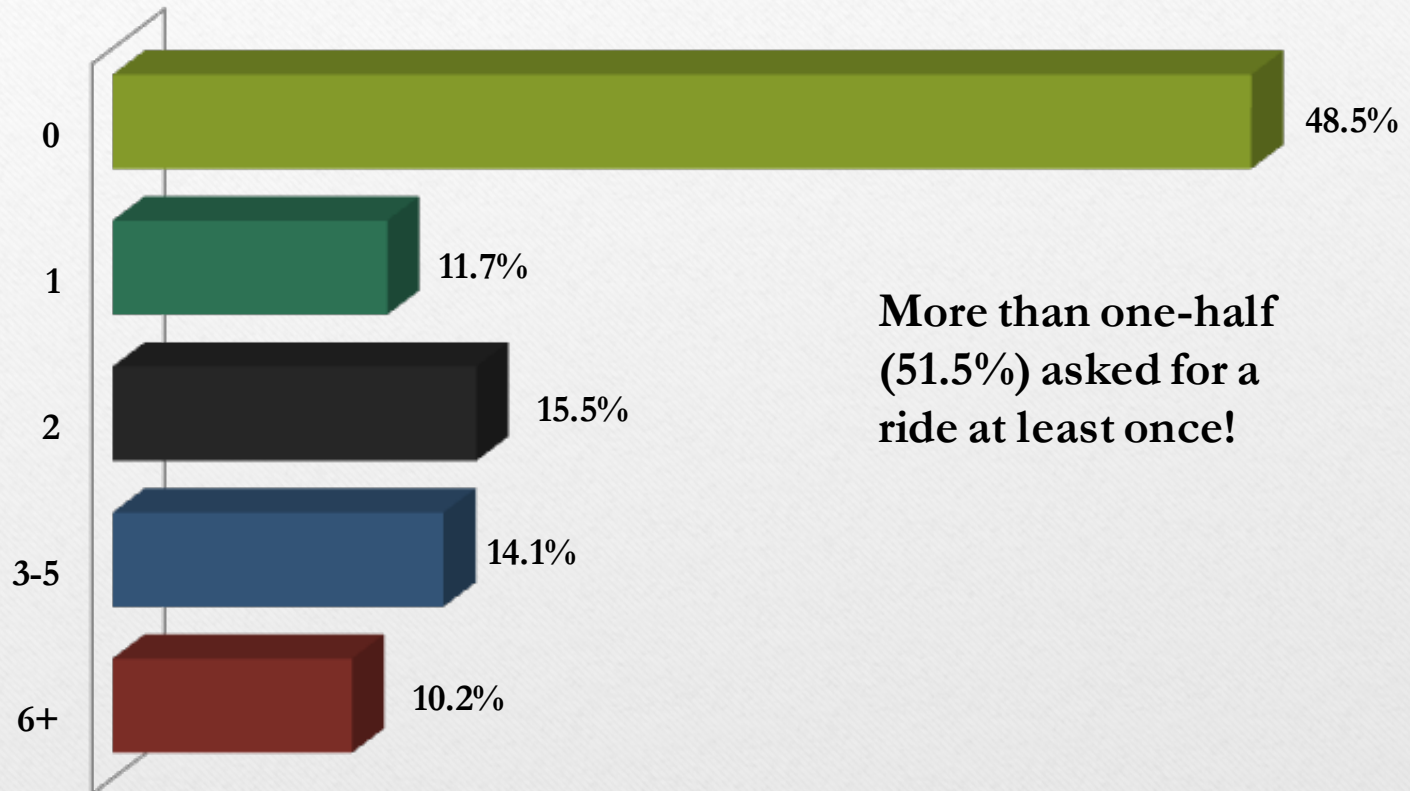
# Findings

## If Don't Own a Car, How Do You Get to Health Appointments



# Findings

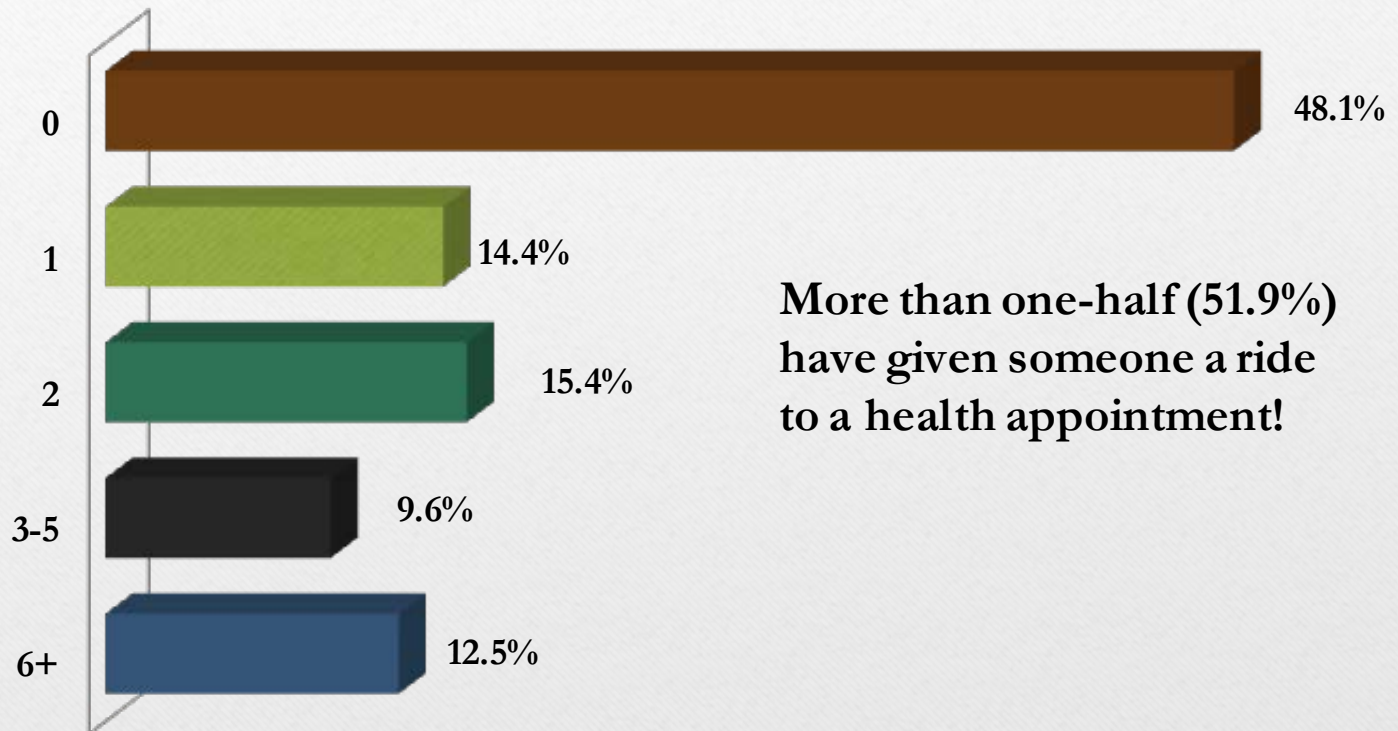
## Times Asked for a Ride



**More than one-half  
(51.5%) asked for a  
ride at least once!**

# Findings

## Given Someone a Ride

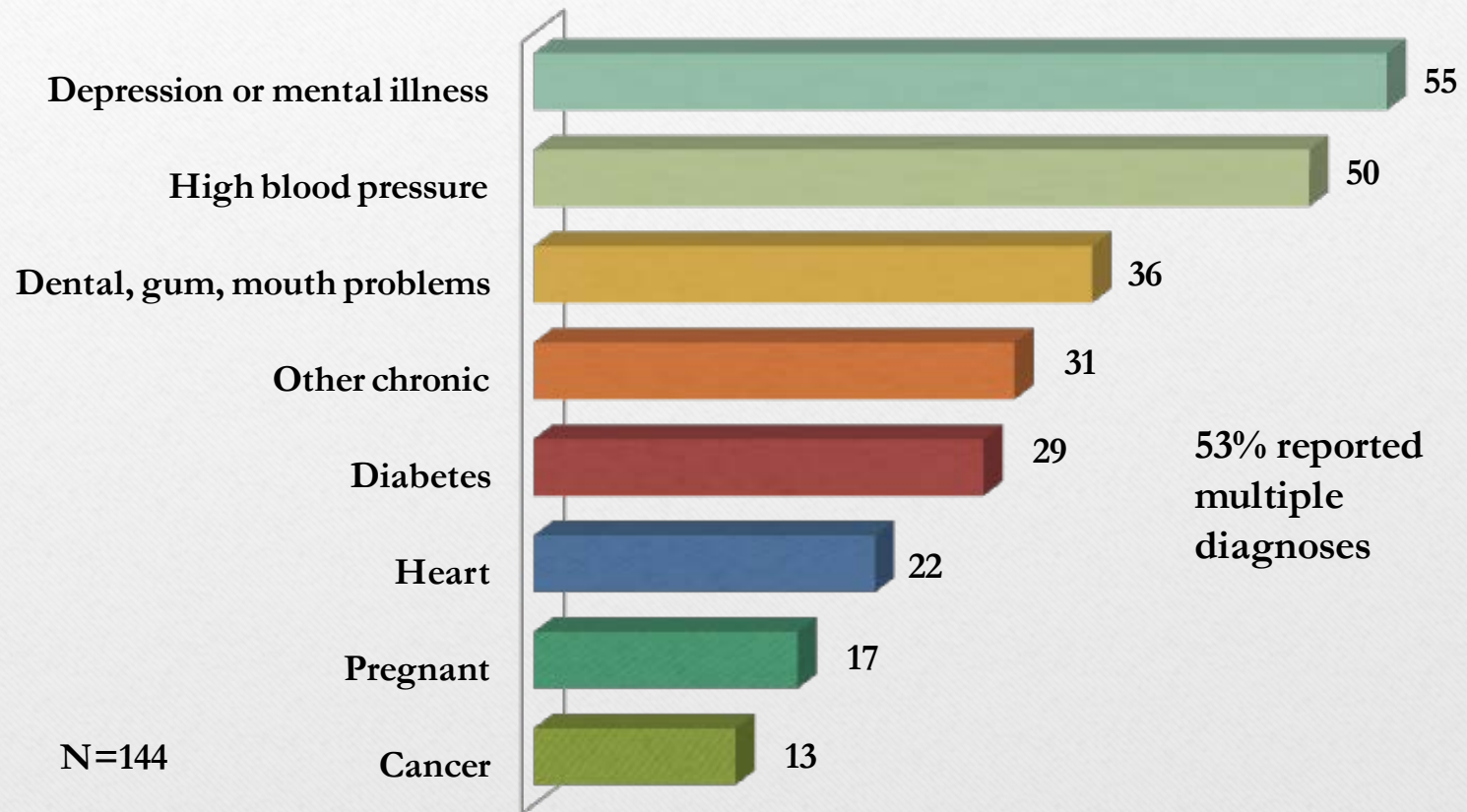


**More than one-half (51.9%)  
have given someone a ride  
to a health appointment!**



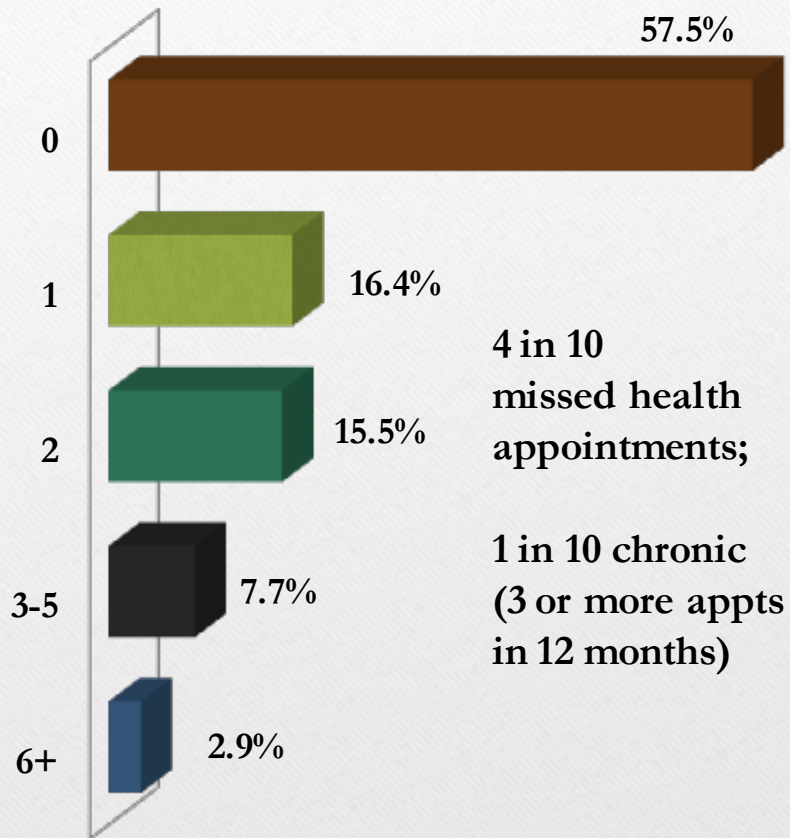
# Findings

## Diagnosis by Number of Incidents

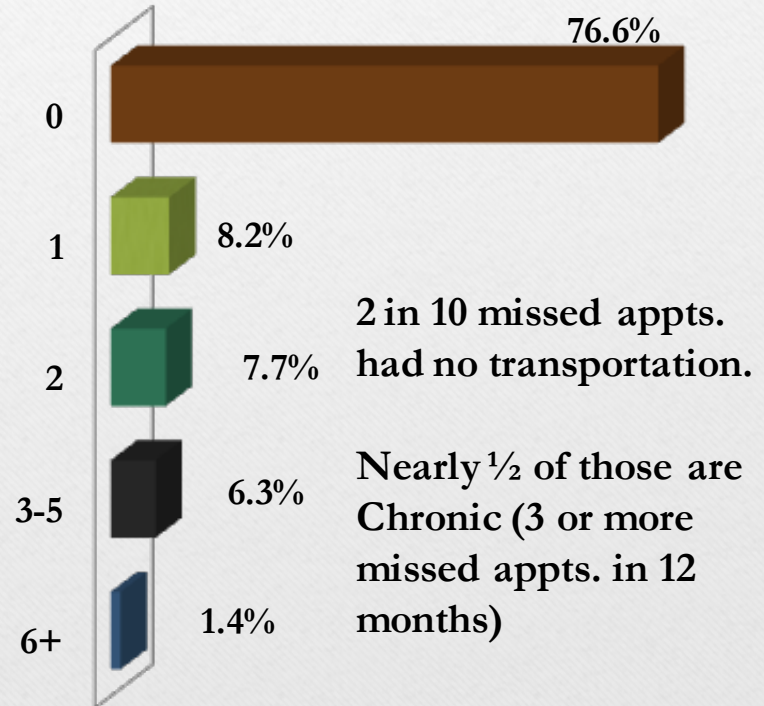


# Findings

## Missed Health Appointment

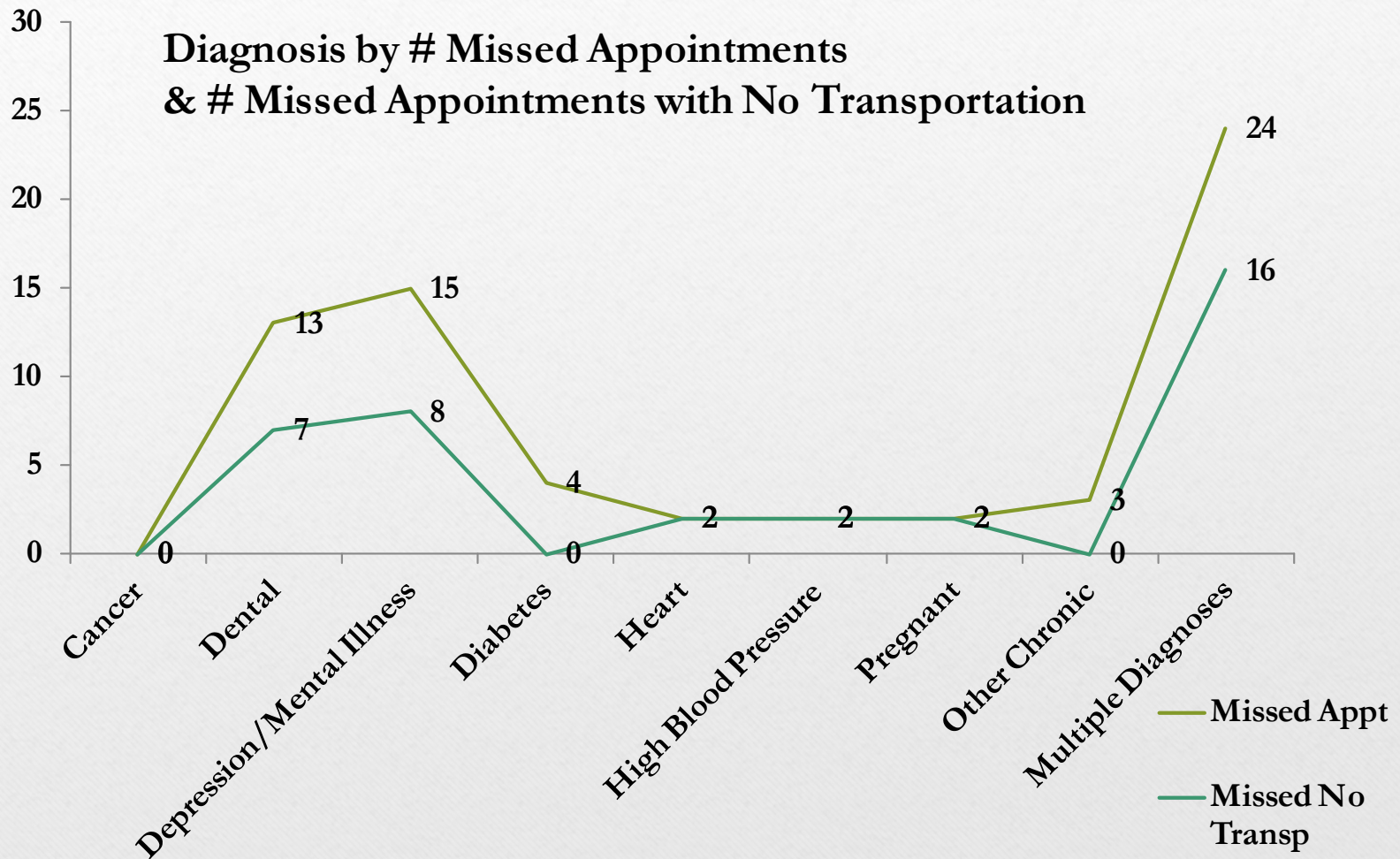


## Missed Health Appointment: No Transportation



# Findings

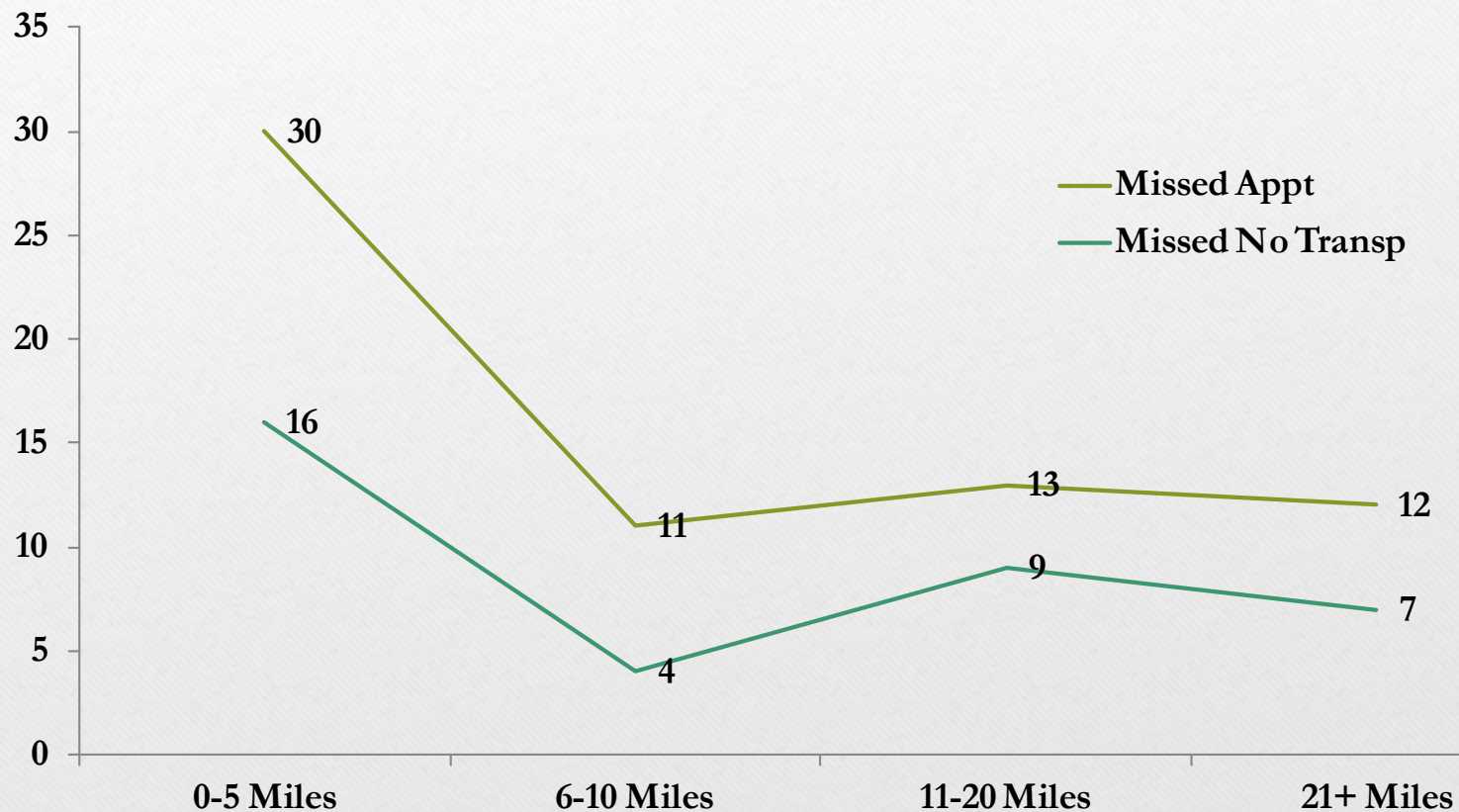
**Diagnosis by # Missed Appointments  
& # Missed Appointments with No Transportation**





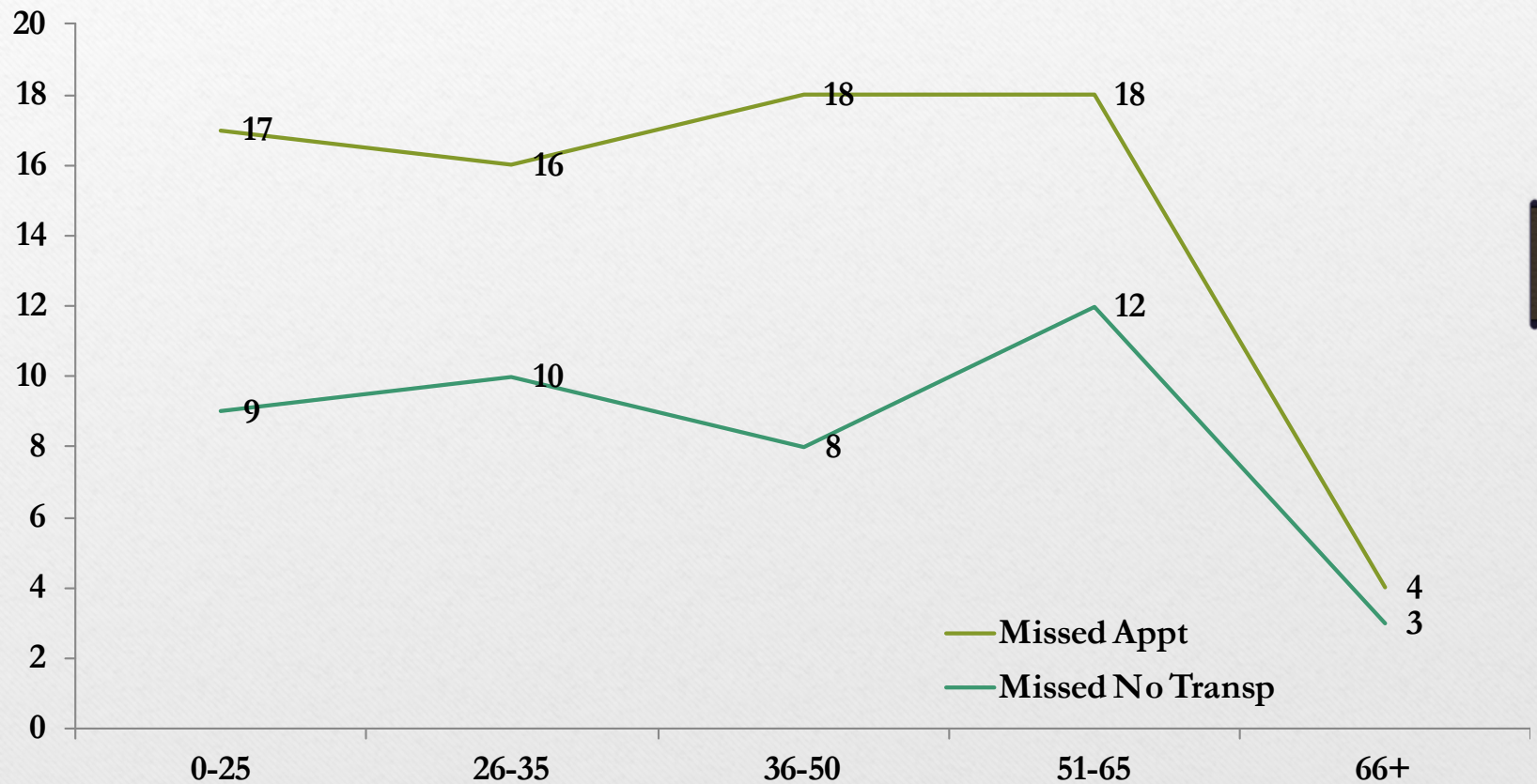
# Findings

## Miles to Health Facility by # Missed Appointments & Missed Appointments-No Transportation



# Findings

## Age Groups by # Missed Appointments & Missed Appointments-No Transportation



# The Process

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The current process is focused on learning what works and getting feedback to make improvements.  
With each step, we are learning and growing.



## **HealthTran Coordinator West Plains**

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- Sandra Morris, hired July 1, 2014, is located at Ozarks Medical Center in West Plains. She primarily works with Howell, Oregon, and Texas Counties. These counties have over 25 participating medical sites and currently use 4 transit providers to coordinate needed health trips.
- A new HTC will begin January 2015 to work primarily in the remaining 6 counties.

# The Roll Out

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## PHASE ONE 2014

- SMTS & Ozarks Medical Center August 2014
- SMTS & Southern Missouri Community Health Center in West Plains & Thayer September/October 2014
- SMTS & Missouri Ozarks Community Health Cabool November 2014

## PHASE 2 & 3 2015

- **JAN-JUNE**
- OATS & Missouri Ozarks Community Health
- AVA, Mansfield, & Gainesville
- **JULY +**
- OATS & Jordan Valley Community Health Center
- Marshfield & Hollister



# Health Care Referral Process

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- Identifies patients with a transportation need.
- Schedules appointments with understanding of transit schedules and sends electronically to HTC.
- HTC receives & reviews the referral. Works to match appointments to available transit schedules.
- Coordinates with transit & health to solve transit barriers.



# Assessing the Need

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- *HTC calls patient/rider to establish:*
- **Why** is transportation needed
- **Identify** barriers to getting to the appointment
- **Assess** mobility needs
- **Experience** with public transit
- **Use of Emergency Services** in past 6 months
- **Establish** trust & build working relationship with patient

# Getting the Ride

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- *HTC Transit Referral Process*
- Reviews patient need, appointment info and transit availability.
- Sends electronic referral to Transit Provider
- Transit Provider confirms trip
- Assist with communication or changes needed through the process

# Follow Up Assessment

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- Public Transit provider notifies HTC of success/barriers of trip.
- HTC calls rider within 5 working days & completes post-assessment.
- Assessment collects data on health, transit, and process for future review.
- HTC records all assessment results.





## Health & Transit Partnership Success

The first rider to Southern Missouri Community Health Center had a great experience on City of West Plains Transit and wants to ride again!

Photo taken by West Plains Daily Quill, Oct. 16, 2014 by C. Roll.

# Success stories

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- 1. Mr. C. used HT/SMTS to return to Mtn. Grove, Mo. Area from OMC/Inpatient discharge.
- Post Assessment: Mr. C stated the driver was very nice and he was delivered to his door.
- He asked, “when can I use HT again”? He stated, “tell everyone that made this possible, “Thank You”.
  
- 2. Ms. M rode HT/CWPT to PCP visit and stated the driver was very nice, she was treated very courteously and appreciated the ride. She stated, “this is a GREAT service for people like me who only have Medicare. There are no transportation benefits with Medicare. I want to “Thank Everyone” who made this possible”. Ms. M is now a repeat rider.
  
- 3. Mr. S used HT/CWPT services to go to his PCP at SMCHC. He had been missing his appointments until his PCP referred him to HT. He stated the only transportation he had was using the local Cab and it was costing him \$6.00 a trip. He was not aware he could ride the Public Transit for \$3.00 (round trip) until his referral to HT. He was one of our “photo ops” and that experience was very pleasing to him. Post Assessment: Mr. S stated, “that guy that runs the bus barn took me home”, it made me feel so special. The next time I ride the bus, I will get to ride around town and see what is going on. I am a “shut in” and never get to see what is happening in town, I will really enjoy that ride. I really appreciate the help”. Mr. S is now a repeat rider with two future referrals, one to his PCP and one to a Specialty.



# Jo Wagner



The HealthTran connection at OMC, Jo Wagner is the Documentation Integrity Director in West Plains. She works to expand transit services throughout the OMC hospital and clinics.



Ozarks Medical Center  
The Right Care, Right Here



# About Ozarks Medical Center

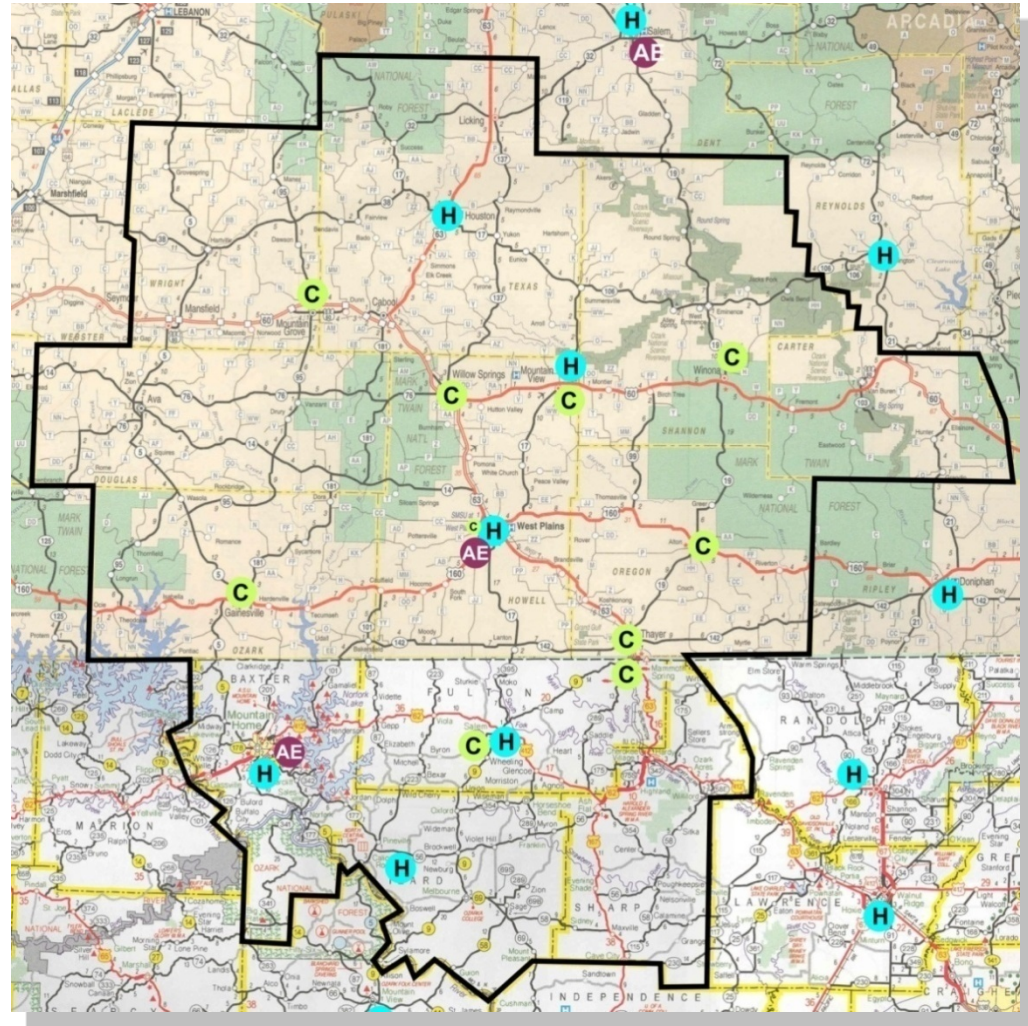
- Not-for-profit regional medical center
- 114-bed hospital
- Operates 23 rural health and specialty clinics, including four outpatient centers; a full service home health/ hospice agency along with a Rehabilitation Service
- Employs approximately 1,000 people



Ozarks Medical Center  
The Right Care, Right Here

## Geographic Service Area

- 11 Counties
- 160,000 residents
- Southern MO
- Northern AR
- High rural poverty levels



Ozarks Medical Center  
The Right Care, Right Here

## Services at a glance

### OMC Family Care Clinics

- Alton Medical Clinic
- Gainesville Medical Clinic
- Internal Medicine Clinic, West Plains
- Mammoth Spring Medical Clinic
- McVicker Family Healthcare, Mountain View
- Mountain Grove Medical Complex
- Salem 1st Care, Salem, AR
- Shannon County Medical Clinic
- Thayer Medical Clinic
- Urgent Care Clinic, West Plains

### OMC Specialty Clinics

- Cancer Treatment Center
- Heart Care Services
- Lung Care Services
- Neurosciences Center
- Orthopaedic Clinic
- Ozark Works/Occupational Medicine
- Pain Management Clinic
- Rheumatology Clinic
- Surgical Specialists Clinic
- Urology Clinic
- Women's Health Care Clinic
- Wound Care Services

### OMC Services

- Heart of the Ozarks Medical Equipment (H.O.M.E.)
- Rehabilitation Services
- Riverways Homecare
- Sleep Lab
- West Plains Imaging



# Poverty

- ▶ Our five key MO counties are some of the poorest counties in Missouri and in America.
- ▶ Percentage of persons below poverty level, 2008 Census.gov:

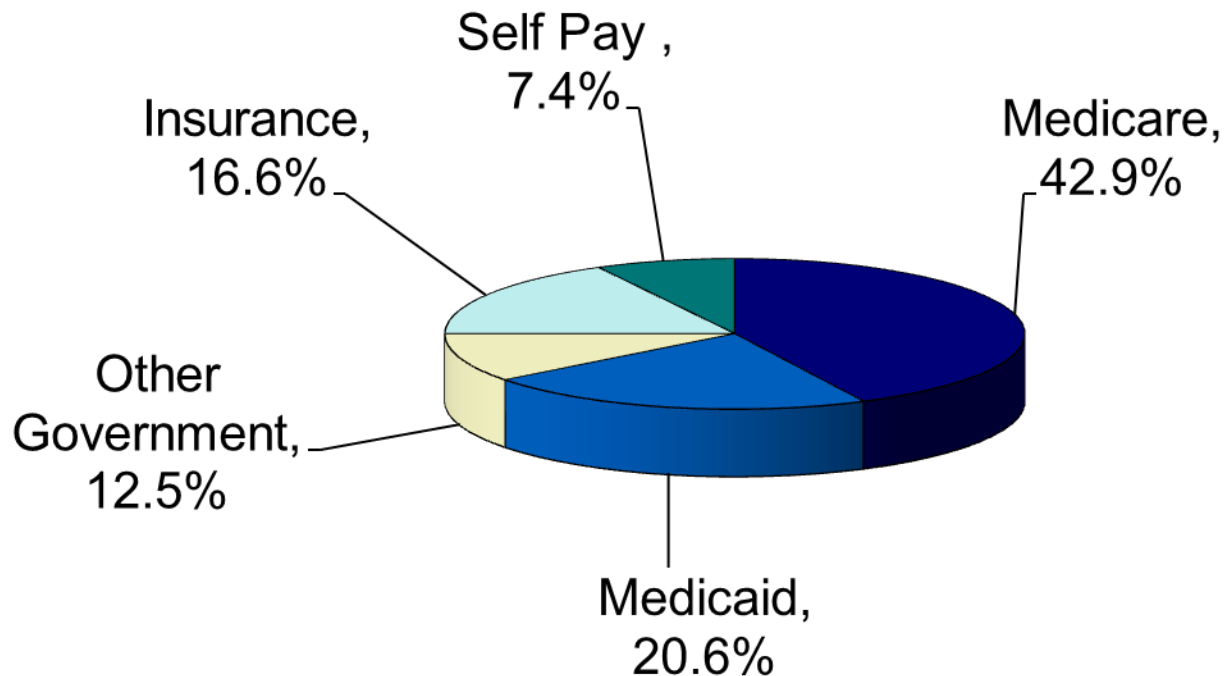
Howell	Oregon	Ozark	Shannon	Wright	Missouri
19.20%	23.40%	21.70%	26.00%	23.20%	13.50%

Data from [census.gov](http://census.gov)



Ozarks Medical Center  
The Right Care, Right Here

## Payor Mix 2013



# Charity & Bad Debt

- OMC's Charity (those who cannot pay)
- Bad Debt (those who can pay but are unable or unwilling to)

	2010	2011	2012
Charity	\$6,505,750	\$8,310,088	\$10,117,414
Bad Debt	\$17,215,281	\$19,178,142	\$21,180,936
Total	\$23,721,031	\$27,488,230	\$31,298,350

- *Total increase of \$7,577,319 or 32% from 2010 to 2012*





# Program Barriers

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- Communication-Communication-Communication
- Flexibility-Changing the way we do business
- Identifying riders & pockets of need
- Legalities & Privacy
- Building it to meet the need.

# What we hope to Gain

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- Knowledge to design a system that meets the needs of partners, riders, and the community.
- Promote growth & improvement in health and public transit systems.
- Gather data that will identify rural Missouri barriers.
  - **Expansion**

# SUSTAINABILITY

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- A missed medical/dental appointment estimating missed revenue, cost of staff time, and cost of rescheduling.  
*Using an example of 2500 missed appointments in a 12 month period  $\times$  \$200 value per appointment = \$500,000 in lost revenue!*
- Assessment shows 1/5 of appointments are missed due to transportation. 20% = \$100,000 year!
- If HealthTran could reduce missed appointments by just 10%. Savings would be \$50,000 a year! Doesn't that justify investing just 10% of the savings to HT!  
**\$5,000 INVESTMENT**



# SUSTAINABILITY

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- Community Support
- Special Needs Support
- In Home Services
- Veterans
- Businesses

# Taking it One Step Farther

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Building an access program that can store, assimilate and feed back critical information to Link'd partners.

Creating connections & resources that support all partner needs.

Sharing the dream. Taking it across Missouri.

Mapping a future.



# GeoVelo, LLC

## Chris Dunn

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- Chris is a small business owner, attorney, and expert geospatial witness. He holds a Juris Doctor from Mizzou Law as well as Master's and Bachelor's degrees from Kansas State. Chris's business is GeoVelo, LLC. There he uses Geographic Information Systems (GIS) and 3-D software to make specialty maps for health care industry clients and 3-D computer model crime scene reconstructions. Chris's mapping customers include Community Asset Builders, in Jefferson City, Truman Medical Center, Kansas City, MO; and several legal firms. GeoVelo's maps are used by hospital system boards of directors, CFOs and CEOs for their strategic business development planning, marketing, and facility siting decisions.
- Prior to becoming, an attorney, Chris had a 20-year career as the director of several local government planning, zoning and development departments. Before his local government career Chris spent some time overseas working for his Uncle Sam defusing bombs, and generally making a mess of other people's ammunition stockpiles and infrastructure.
- Chris is a member of the American Institute of Certified Planners, the Missouri Bar, an Eagle Scout, and has won awards for his urban planning, filmmaking, and pro-bono legal work. For more information, please see [www.GeoVelo.org](http://www.GeoVelo.org)



# Using Geographic Information Systems

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- We are using GIS to model this very complex ad hoc (on-call) transportation system:
  - Supply
  - Demand
  - Networks
  - Temporal Flux (Predictable Changes Over Time)

# Using Geographic Information Systems

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- GIS Team Goals – Make the existing Health Tran Partnership System:
  - More efficient for the transit **operators**
  - Enhance patient reliability for the **medical partners**
  - Add capacity and more nodes for the **users**
  - Identify and reduce gaps and overlaps for the **taxpayers**

# How Mapping Can Make the Difference

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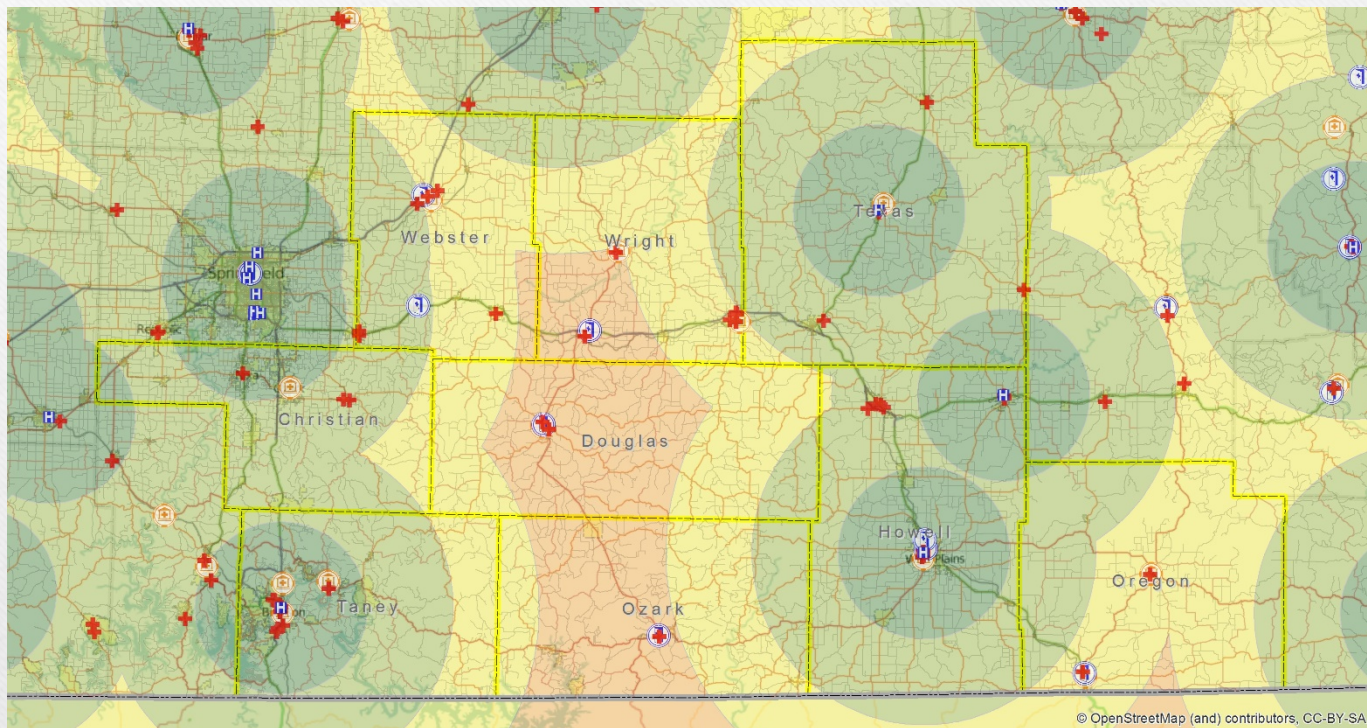
- We are using GIS to model ad hoc (on-call) transportation:
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# Service Area

## Hospitals & Community Health Centers

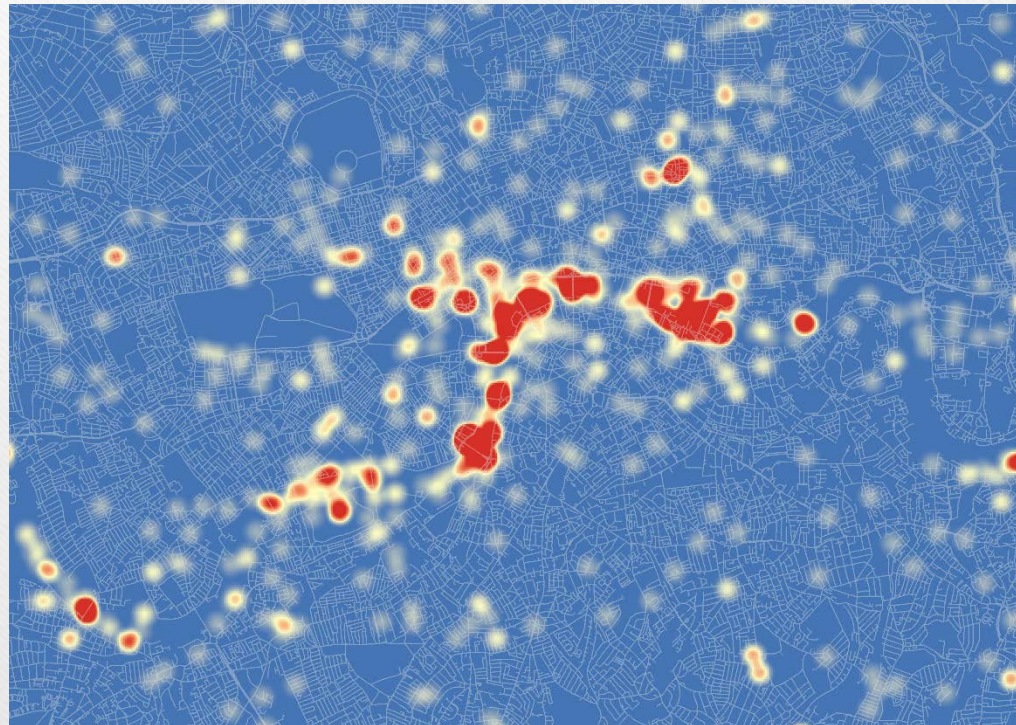
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# Heat Maps Illustrate a Relationship between Networks and Nodes

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# Thank You

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- We appreciate your time and interest in the HealthTran Pilot Program.
- We also want to thank Missouri Foundation for Health and all those who have supported our vision.



# Panel Members

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- **Mary Gordon**, Project Manager for HealthTran. Hired February 2014 by Community Asset Builders, Inc. to build communication and meet grant goals. Previous experience with Workforce Development, case management with families, youth and unemployed, and business owner. Contact: [mgordon@cablbc.com](mailto:mgordon@cablbc.com) 573-632-2700
- **Chris Dunn, GeoVelo, LLC**, owner: GeoVelo, LLC uses Geographic Information Systems (GIS) to make crime and accident scene reconstruction and three-dimensional computer modeling. Additionally, GeoVelo uses ESRI ArcMap 10.x products, GPS data collection, and cloud-based techniques to provide geospatial intelligence for health care institutions. Creating custom thematic map products with proprietary geospatial analysis techniques which integrate spatial, economic, and demographic data. GeoVelo maps are used by hospital system boards of directors, CFOs and CEOs for their strategic business development planning, marketing, and facility location siting decisions. Contact: [Chris.Dunn@GeoVelo.org](mailto:Chris.Dunn@GeoVelo.org) (816) 752-0449
- **Jo Wagner**, Documentation Integrity Director at Ozarks Medical Center in West Plains. She became a registered nurse in 1987 and earned a Bachelor of Science in Nursing from Missouri State University in 1996. She has been with OMC for the past 15 years, having also served as the Director of Utilization Management and Case Management. She is a Certified Professional in Healthcare Management. In her free time, Jo enjoys watching her 16-year-old daughter run cross country and play soccer. Contact: [jo.wagner@ozarksmedicalcenter.com](mailto:jo.wagner@ozarksmedicalcenter.com)

# Panel Members

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- **Denny Ward, Asst. Executive Director:** Prior to joining the team at SMTS, Denny was HR Manager for a nationally recognized manufacturing company. During his career, he has worked extensively with Non-Profit organizations in every capacity, and has written numerous successful grant applications. His dedication to community service includes five consecutive terms as Mayor of Marquand, a board member on the Board of Directors for Madison Medical Center, past President of MACAA, and has been very instrumental in promoting Historic Preservation, Community Revitalization, and The Arts in Rural Missouri. Denny was recognized in 2008 by the Missouri House of Representatives and Regional Businesses for Outstanding Citizenship and presented with a 110% Award. In his spare time, Denny is a Master Gardner, which is evident in the formal garden behind his historic home. Contact: [denny@ridesmts.org](mailto:denny@ridesmts.org)
- **Jeff Robinson, Southwest Regional Director:** Jeff joined OATS as Area Manager for the Southwest Region on August 1, 2007, and was promoted to the position of Regional Director for the OATS Southwest Region on July 1, 2013. Jeff came to OATS with over 27 years experience in the United States Air Force where he achieved the grade of Chief Master Sergeant, placing him in the elite top 1% of the Air Force enlisted force. Jeff is a Certified Community Transit Manager (CCTM), which is a national certification program for transit professionals. Contact: [jrobinson@oatstransit.org](mailto:jrobinson@oatstransit.org)



# Panel Members

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- **Gwen Martin, Ph.D. leads Evalytics LLC**, a research, program evaluation and consulting company. She has more than 25 years' experience in these areas. Dr. Martin's research and evaluation practice focuses on achieving the results needed to improve, grow, and expand effective programming; foster utilization of results internally; and, build capacity within organizations to embrace research and evaluation for the highly valuable tools they can become in programs and organizations, and for managers and leaders. Her work has been funded by several federal agencies, 15+ regional and national banks, multiple foundations and civic organizations, universities and colleges, as well as major corporations. She holds a Ph.D. in sociology from the University of Kansas with special emphasis in gender and social inequality. Contact: [gmartin@evalytics.net](mailto:gmartin@evalytics.net)
- **Sandra Morris, HealthTran Coordinator;**



# GET LINK'D



- [www.mptaonline.com](http://www.mptaonline.com)
- [www.morha.com](http://www.morha.com)

Stay informed as HealthTran rolls out with the  
E-newsletter and Get link'd!

**Join us at the Get Link'd Conference**

**April 28 & 29, 2015**

**Capitol Plaza, Jefferson City, MO**

*Linking Health & Transit Providers*